

## Chapter 3

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### Standards, Goals and Objectives

#### *Introduction*

Historically, LF&EMS has not used a Standard of Response Cover document or statement to guide its operations. Instead, it has operated under a variety of documents, including a 5-year strategic plan, general orders, operational guidelines, policies and procedures, emergency medical services protocols and official memorandums from senior and operations level command staff. These documents provide guidance for operational and administrative functions, and are updated on both a scheduled and unscheduled basis.

LF&EMS conducted a significant revision to its long-term comprehensive planning efforts during the 2001 fiscal year. It was then that the department adopted its five-year strategic plan. The strategic plan is further implemented through annual business plans from its “focus area” and “strategic business” units.

The department linked its strategic plan with the adopted vision of City Council and citizen expectations. This was accomplished by surveying citizens, customer groups and City Council as well as analyzing council’s “Lynchburg 2020 Vision Statement.” The department’s strategic plan was based on alignment with council’s desired outcome to be “A Community Environment Second to None.”

In June 2004, the Lynchburg Fire and EMS Department initiated efforts to collect a variety of data associated with departmental operational and administrative activities, as well as population, socio-economic, demographic, economic, transportation, infrastructure and other information relating to the City of Lynchburg. This initiated LF&EMS’ efforts to further define strategic objectives for what was called, “Lynchburg 2015.”

As a part of the department’s 2015 planning process, participants developed a number of broad statements relating to factors that might influence community needs for departmental services by the year 2015. The ramifications suggested by these statements were then researched and analyzed to determine what areas of

the department's community service components will require modification in order to meet changing needs.

In its entirety, the information collected indicates there should be few surprises with regard to our ability to deliver Fire and EMS services in 2015. In comparing current reality to expected 2015 conditions, it is anticipated the initiatives contained in our Strategic Plan have us taking the appropriate actions to maintain an efficient and effective level of service in the coming years. Discounting dramatic changes in system delivery requirements or unforeseen major disasters, only moderate changes to our existing service delivery system should be required to meet the challenges of the Fire and EMS services required in 2015.

### ***Vision, Purpose, and Values***

Important elements of the strategic plan and the annual business plans include LF&EMS' vision, purpose, and values statements, goals, strategies and performance measures, as outlined below:

#### **Vision**

*An environment where customers are safe and feel secure through community partnerships and innovative utilization of resources.*

#### **Mission**

*To form partnerships that cultivate a safe environment through education, direction, and resolution of fire, emergency medical, or life safety situations.*

#### **Values**

*Trust – Honesty – Integrity – Compassion*

#### **Desired Outcome Statements**

- **Community Environment:** Provide innovative and compassionate services to improve our community and enhance our customer's quality of life.
- **Organizational Development:** Seek innovative organizational opportunities to maximize customer service.
- **Resource Development:** Provide resources that support the delivery of quality service.

- **Public Relations:** Establish relationships to promote public safety education.
- **Regional Cooperation:** Cultivate cooperative relationships to align regional public safety initiatives.

### Goals and Strategies

In response to the rapidly changing environment of emergency services based on customer expectations, Lynchburg Fire & EMS established the following goals and strategies for the implementation of its strategic plan:

- Develop a post-incident program to cultivate a safe environment for the community.

LF&EMS will establish a private, not-for-profit foundation and develop a restoration program to ensure customers get the resources necessary to restore their quality of life after a fire, EMS situation or other emergency. A post-incident follow up analysis process to ensure established standards are maintained and quality customer service is achieved will also be implemented.

- Develop a wellness plan for the community to enhance our customers' quality of life.

LF&EMS will create a community needs response plan to address specific needs with regard to customers with special care requirements (special needs customers) and to develop and implement a community-based wellness plan in order to create a customer that is less dependent on emergency medical services care. A public access defibrillator program will also be developed.

- Develop a workforce plan to ensure the right people, with the right skills, are in the right place at the right time.

LF&EMS will maintain a departmental health and wellness program to ensure the health and welfare of its members, develop competency-based job descriptions, career path progressions, formal education requirements (including participation in the

National Fire Academy's Executive Fire Officer program by those above the rank of captain) and succession planning for proper and timely replacement of personnel to maintain functional leadership throughout the department. Efforts to implement continuous workforce training, maintain policies and procedures (especially those related to departmental promotions) and create and promote diversity initiatives will also be completed.

- Develop a comprehensive planning and analysis process in order to provide the most efficient and effective customer service.

LF&EMS will conduct a semi-annual review of its strategic plan in order to ensure progression and relativity. Systems establishing on-going evaluation of departmental resources will be implemented to ensure continued quality customer service. The department will also become an accredited fire department by establishing standard of response cover criteria and conducting a self-assessment to measure departmental performance.

- Develop a program that ensures consistent replacement schedules, distribution methods and funding strategies to support non-personnel resources.

LF&EMS will develop a facilities plan to ensure existing and future buildings meet code requirements and have adequate space and equipment in order to support personnel needs and the dynamic needs of the service area. A resource plan will be created for replacement, distribution, and funding of department non-personnel resources. A grant committee will be established to explore alternative funding.

- Develop educational programs for all Lynchburg Fire & EMS customer groups in order to promote public safety.

LF&EMS will establish a public education coordinator for promotion of partnerships with educational institutions, neighborhood watch groups, and local business and civic

organizations to promote public safety. A high school cadet program will be established to create an interest in fire and EMS careers, recruit volunteers and advance public safety education.

- Establish media relationships and partnerships to ensure effective delivery of public safety education.

LF&EMS will establish partnerships with the local media to provide public safety announcements and to foster cooperation between the department and the media to promote positive coverage of emergency events.

- Develop a regional cooperation plan to identify opportunities that enhance public safety.

LF&EMS will work with regional fire and EMS organizations to maximize the use of resources, including a regional recruit academy, explore regional grant opportunities and coordinate joint procurement activities.

### ***Current Levels of Service***

LF&EMS currently enjoys a Class 3<sup>1</sup> fire suppression rating from the Insurance Services Office, Inc. (ISO), as last rated in 2004.

LF&EMS operates out of eight fire stations divided into two geographically defined districts: Battalion 1 (north) and Battalion 2 (south). Based on 50.25 square miles, the average area protected by initial attack companies equals 6.3 square miles.<sup>2</sup> Fire suppression activities are provided by eight engine companies, two truck companies, one rescue company, four medic units and two battalion chiefs. Advanced life support emergency medical care is provided by four medic units and by first response ALS engine companies. LF&EMS has two specialty teams: a technical rescue team and a hazardous materials team.

Staffing minimums are shown below as the minimum number of personnel assigned to each company or unit per shift. Specialized equipment that does not

<sup>1</sup> On a scale of 1-10, with 1 representing the highest rating.

<sup>2</sup> Generally speaking when the area protected by fire companies exceeds nine square miles this results in extended response times.

have regularly assigned staffing is not shown here but is included in the distribution of resources section.

Table 3.1 **LF&EMS Station Staffing**

Station	Apparatus	Full Staffing	Minimum Staffing
<b>Battalion 1</b>			
Station 1	Engine 1	3 FF/EMT-B's and 1 FF/EMT-P	3FF/EMT-B's
	Truck 1	4FF/EMT-B's	3 FF/EMT-B's
	Medic 1	1 FF/EMT-B and 1 FF-EMT-P	1 FF/EMT-B/1 FF-EMT-P
	Battalion 1	1 FF/EMT-B	1 FF/EMT-B
	Tech 1 Utility/Brush 1	Cross-staffed <sup>3</sup> Cross-staffed	Cross-staffed Cross-staffed
Station 2	Engine 2	4 FF/EMT-B's	3 FF/EMT-B's
	Medic 2 <sup>4</sup>	2 EMT-B's	2 EMT-B's
Station 4	Engine 4	2 FF/EMT-B's and 1 FF/EMT-P	3 FF/EMT-B's
	Medic 4	1 FF/EMT-B and 1 FF/EMT-P	1 FF/EMT-B/1 FF-EMT-P
Station 5	Engine 5	3 FF/EMT-B's and 1 FF/EMT-P	3 FF/EMT-B's
	Medic 5	Reserve	Reserve
<b>Battalion 2</b>			
Station 3	Engine 3	2 FF/EMT-B's and 1 FF/EMT-P	3 FF/EMT-B's
	Medic 3	1 FF/EMT-B and 1 FF/EMT-P	1 FF/EMT-B/1 FF-EMT-P
	Rescue 1 <sup>5</sup>	3 FF/EMT-B's	3 FF/EMT-B's
Station 6	Engine 6	2 FF/EMT-B's 1 FF/EMT-P	3 FF/EMT-B's
	Medic 6	1 FF/EMT-B and 1 FF/EMT-P	1 FF/EMT-B/1 FF-EMT-P
Station 7	Engine 7	3 FF/EMT-B's and 1 FF/EMT-P	3 FF/EMT-B's
	Truck 2	4FF/EMT-B's	3 FF/EMT-B's
	Battalion 2	1 FF/EMT-B	1 FF/EMT-B
	Medic 7	Reserve	Reserve
	Haz Mat 1 Utility/Brush 2	Cross-staffed Cross-staffed	Cross-staffed Cross-staffed
Station 8	Engine 8	3 FF/EMT-B's and 1 FF/EMT-P	3 FF/EMT-B's
	Medic 8	Reserve	Reserve

<sup>3</sup> Cross-staffing is a practice whereby emergency responders staff several types of emergency response vehicles simultaneously within a work period. The type and scope of emergency (i.e. structure fire, vehicle accident) dictate which type of emergency response vehicle the emergency responders staff for an incident.

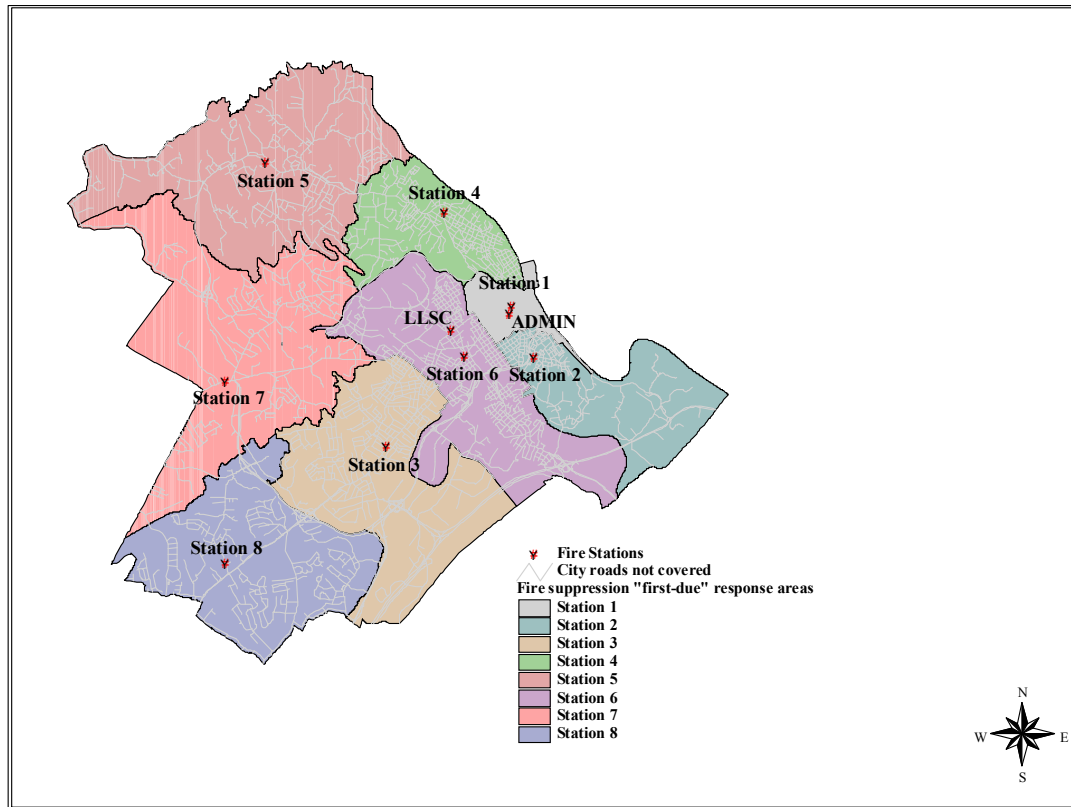
<sup>4</sup> Medic 2 is staffed eight hours a day (Monday through Friday) for non-emergency transports only.

<sup>5</sup> The Rescue unit is staffed with a minimum of one technical rescue specialist, one hazardous materials specialist and one firefighter.

A map showing the locations of all Lynchburg fire stations is provided below.

Map 3.1

### Station First Due Districts<sup>6</sup>



### *Service Delivery Goals*

Specific goals related to staffing, response times, and infrastructure development may be stated in this SORC document and should be considered as LF&EMS' desired level of service.

The CFAI accreditation process has provided the department with an opportunity to look more closely at how it manages resources using sound data and logical processes. LF&EMS will continue to use broad, community-based strategic planning processes, and a comprehensive annual review of the SORC document to guide its planning and resource deployment.

<sup>6</sup> Lynchburg Fire Department: Geographic Information System (GIS) Fire Suppression and Emergency Medical Service Response Capabilities Analysis, International Association of Fire Fighters, November 16, 2004.



As always, definitive decisions for significant initiatives will continue to rest with City Council with consideration being given to the desired level of service that the community demands and the resources available to meet these demands.

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